

Proceedings of
the 30th International Business Information Management Association Conference
(IBIMA)

8-9 November 2017
Madrid Spain

ISBN: 978-0-9860419-9-0

Vision 2020:

Sustainable Economic development, Innovation Management, and Global Growth

Editor

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International Business Information Management Association (IBIMA)

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Key Data and Information Quality Requirements for Asset Management in Higher Education: A case Study

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Abstract

Data and information quality (DIQ) is a critical issue for effective asset management in modern higher education (HE) sectors. Managing DIQ is essential to any asset management program. Problems with data quality can result in a number of unpredictable negative consequences. Several studies have provided strong evidence to indicate that most of HE institutions have DIQ problems. DIQ has recently been brought to the forefront and has become a pressing issue. This is particularly important in an environment where HE institutions begin to share their information systems with their stakeholders such as suppliers and business partners. Moreover Universities have millions of digital assets, thousands of users, hundreds of policies, many departments and stakeholders, and just one goal that is easy, affordable digital asset management that works the way everyone expects it to work. In such an environment, knowledge on how to manage the quality of the information asset has become very crucial in order to support the HE development. This paper describes a study, which explores DIQ problems with existing HE's asset management system, and identifies key factors that impact on DIQ. The study applies a DIQ issues for asset management in a preliminary case study of a large HE institution in Makassar, Indonesia. The findings of the study suggest that the importance of DIQ issues for effective asset management in HE needs to be widely understood. The paper also provides recommendations that may be useful to HE managers/practitioners.

Keywords: (DIQ), (HE)

Introduction

Assets management is an important part of university management, so the assets management has significant impacts on universities' teaching and scientific research. With the deepening university reform, assets management has become a vulnerable link in university management and badly harmed the harmonious development of higher education (HE). To understand the current conditions and shortcomings of university assets management and to enhance the efficiency of university assets

management will be meaningful for the benefits of university assets (Wang, 2015). Data quality issues are at the heart of effective asset management. Managing data quality is essential to any asset management program as there are enormous benefits to be gained from ensuring the quality of data, e.g. information integration, interoperability, reduced costs, quality decision support, institutional integration, process innovation, knowledge management, and ability to reuse data. There is a growing need to address the issue of DIQ of asset management systems of HE institutions, by analyzing existing practices and providing current DIQ problems and its solutions to assist engineering enterprises to capture, process and deliver quality data and information. It is essential to ensure quality of data in monitoring systems, control systems, maintenance systems, procurement systems, logistics systems, and range of mission support applications to facilitate asset availability, readiness, reliability, effectiveness, and management. Therefore, when enterprises are managing their valuable engineering assets, it is critical that DIQ issues are placed in high priority.

In managing physical assets through the entire asset life cycle, large amounts of data is needed for long term performance and reliability prediction, as well as informing the decision making process on how and when to retire an asset. Although very large amounts of data are being generated from condition monitoring systems, little thought has been given to the quality of such generated data. Thus the quality of data from such systems may suffer from severe quality limitations (Saunders 2004). This paper aims to explore DIQ problems with existing asset management systems in HE sectors, to identify the issues that are particularly relevant in the asset management domain, and to understand what differences may exist in the data quality critical factors that exist in the management of physical assets.

Data and Information Quality in Higher Education

Asset management in Indonesian HE institution is not considered as a core business activity therefore they depend on the traditional organizational information sources to manage engineering assets. These traditional sources represent tacit and implicit knowledge of engineers, operators, and information contained in information systems, which have been primarily designed to increase productivity rather than improving efficiency of the processes involved in production. A unified and modern assets management system has not been established. Therefore, university assets management is still in a dispersed state, without realizing the centralized management, which harms the assets management and the long-term development of universities. An imperfect management system will inevitably cause the misty of responsibilities. Although some Indonesian top universities try to reform the assets management system, the phenomena of unclear responsibilities are still common and tend to be severe. In many universities, the assets are usually jointly managed by different agencies. For instance, university dormitories, canteens, cafes and other real estate are chiefly managed by the logistics, while the monetary assets by financial department. University assets are respectively managed by different agencies. This assets management mode seems accomplishing the specialized management. However, it usually results in the unclear of responsibilities. Wang (2015) emphasize that once there is a problem raised, it is not easy to determine who is responsible.

At the same time, a variety of operational and administrative systems exist in asset management, which not only control and manage the operation of asset equipment but also provide maintenance and administrative support throughout the entire asset lifecycle. In practice, data is collected both electronically and manually, in a variety of formats, processed in isolation, stored in a variety of customized and off the shelf legacy systems, shared among an assortment of operational and administrative systems across faculties, study programs and other departments, communicated through a range of sources and to an array of business partners and sub contractors. Data captured and processed by these systems is not comprehensive and is process dependent, making it difficult to be reused for any other process or process innovation (Syafar et al., 2015).

Most importantly, there has always been a degree to which data has been obtainable, sometimes due to

lacking data acquisition standards (Syafar & Gao 2013, Syafar et al., 2014), sometimes due to university culture, and sometimes due to the inability of a head of asset manager to judge what data is important. One such example is that of out door devices, which have mainly been used to monitor the condition of asset equipment (Syafar et al., 2013, Syafar et al., 2014a). Whereas, such information could provide the engineering asset manager with vital failure and maintenance trends (Syafar et al., 2014; 2014a), and coupled with financial information it could provide decision support for budgetary constraints, asset improvement, and planning and scheduling to support academic and students activities.

Research Method

For this research, two large Australian Institutions were selected as case sites. Case study research is used to study the contemporary phenomenon in its real-life context (Yin, 1994) and it can be used where the research and theory are at their early, formative stages (Benbasat *et ul.*, 1987). As data quality for asset management has received little attention in the research community, there is a need to examine whether the data quality is a critical issue to any asset management program and what the key factors are to ensure data quality in managing assets. Therefore, case study research appeared to be appropriate for this study.

In data quality studies, four types of stakeholders have been identified by Strong et al. (1997); Wang (1998):

1. data producers;
2. data custodians;
3. data consumers; and
4. data managers.

To apply this stakeholder's concept into an asset management environment:

1. Data producers are those who create or collect data for asset management system.
2. Data custodians are those who design, develop and operate the asset management system.
3. Data consumers are those who use the asset information in their work activities.
4. Data managers are those who are responsible for managing data quality for asset management systems.

Data was collected using semi-structured interviews with key stakeholders of asset management systems. Each interview included questions about the background of the organization, as well as its asset management practice, the participants' roles, and their views about data quality issues in managing assets. Additional information was obtained from secondary data including reports and internal and external documents. The purpose of the case study was to investigate what was actually happening in real-world Institutions in relation to data quality issues associated with engineering asset management within engineering enterprises.

Preliminary Research Findings

Selected case study of HE institution (mentioned as institution A in this paper) is a nationally recognized of public (government) university that has 887 university lecturers, 720 administrative staffs and provides services to approximately 31.000 students within 11 faculties and more than 100 study programs.

DQ problems

Institution A used multiple systems to process various functions of asset management. It used MainPac only for electrical and mechanical assets management, and PC Works for work management that had a lot of checks and validation rules built into the system. The main focus was about quality rather efficiency. To improve the speed and efficiency, Institution A decided to use Maximo to replace some of its legacy systems. The current Maximo is actually help educational institutions thrive the asset management

solution with:

- Visibility to respond faster and make better decisions. Complete, real-time visibility improves responsiveness and supports high-level, integrated use of information technology for effective, adaptive and mobile operational capability.
- Control to maximize return on investments and reduce risk. Built on a cost-effective, robust, secure and agile foundation, the solution delivers higher-quality services for improved customer satisfaction.
- Automation to streamline processes, accelerate growth and build greater agility into business operations. This reduces operational cost, risk and complexity by integrating business and IT services across the enterprise.

However, the change of system has caused several problems. Users of the Maximo package do not find it easy: the work management tool used for work scheduling is perceived as inappropriate for recording, as well as accessing the detailed information for assets, for example time and location. It is perceived as tedious to do combination for job allocation for different people in work planner. Consequently it appears that people are becoming less diligent in recording information. As one interviewee commented *"Now we are worse off particularly from the data quality point of view"*. It was indicated that a trial period should have been taken place before the adoption of the new system, so that difficult issues are resolved. In addition the User Interface needed to be much easier and simpler to use by the workers.

Field people communication

Out door person within Institution A can produce unreliable data. In this Institution, the task of collecting the data is accomplished under adverse environmental conditions by a variety of personnel skill levels. The format for data collection vary considerably, as there is no set method for the accomplishment of such, and the data desired may be different for each system. One of the causes for data errors overtime has been due to the lag between out door data collection and entry into the computer. The longer the time lag, the less the chance there is for cleaning up the data to make it useful. Therefore, the earlier the data is recorded, the earlier it can be validated for possible future analysis. Possible reasons for this lag are laziness and a lack of awareness of the importance of the data on the part of those who collect the data. Another cause for data errors is the use of paper based collection technique. The need to write things down means, that the out door workers are less interested and motivated in recording the data. The lack of information feedback subsystem for data collection also proves to be another cause of error. Overtime, out door workers realized that the whole process was simply pointless as they perceived that no follow ups were made and hence lost interest and motivation. The data collection subsystem must not only incorporate the forms for recording the right type of data, but must consider the personnel factors (skill levels, motivation, etc.) involved in the data recording process. The person who must complete the appropriate data form(s) must understand the system and the purposes for which the data are being collected. If the person is not properly motivated to do a good thorough job in recording events, the resulting data will of course be highly suspect.

Data Collection Technology

To better aid the out door people in data collection, data recording technology should be improved such that it will not discourage the collection process. Ways of achieving this include better interface design and the replacement of paper based techniques. Several ideas have been thought in order to improve the quality of the collected data in Institution A. The Institution has identified a need for developing a wireless mobile device system to assist the out door workers for receiving real-time job details and making job entries at the place where the job is conducted. This application will use smart phone with GPS based data for locating a particular asset and allow the users to update the asset location data using

location identification feature.

Discussion

DQ Problems

There are often different types of operational and administrative systems in engineering enterprises, which not only control and manage the operation of asset equipment but also provide maintenance and administrative support throughout the asset life cycle (Syafar et al., 2013, Syafar et al., 2014a). In practice, data is captured both electronically and manually, in a variety of formats, distributed over large and complex communication networks, shared among an assortment of off the shelf and customized operational and administrative systems, communicated through a range of sources and to an array of business stakeholders. The problem of data quality becomes crucial when huge amounts of data are exchanged and distributed in such an intensive way as in these contexts. What is more, more often these assets operate in unstable environments and consequently generate maintenance demands hitherto unseen. In such circumstances, incomplete and historic information hampers the ability of a plant manager to make far-reaching decisions on asset operation; maintenance scheduling, planning and execution; and asset disposal (Syafar et al., 2015).

Wang et al. (1994), Tayi and Ballou (1998), and Orr (1998), term data quality as 'fitness for use'. The brevity of this definition covers most important aspects of data usage. Orr (1998) argues that the issue of data quality is intertwined with how users actually use the data in the system, since the users are the ultimate judges of the quality of the data produced for them. In engineering asset management, the issue of data quality has its roots in multiplicity of data acquisition tools and methodologies, and the exchange of the data thus captured within an assortment of systems. Therefore, according to Syafar and Gao (2013a) conforming to user requirements is extremely difficult.

Integration of Asset Management Systems

Most HE institutions today purchase specialized systems from different suppliers. The asset management systems used to not only for controlling and managing the operation of asset equipment but also to provide maintenance and administrative support throughout the asset life cycle. Some of these systems include: reliability assessment systems, operational data historians, enterprise asset maintenance systems, asset capacity forecasting systems, and physical asset data warehouse systems. Normally these systems are bought from multiple vendors and each is specialized to accomplish its task. Such disparate systems can often lead to an extremely difficult integration job for the end-user. However, to be effective to all levels of decision-makers in an university, physical asset management systems need to be integrated. Integration is required in order in implementing condition-based maintenance (CBM), since CBM-enabled enterprise asset maintenance systems rely on condition monitoring systems to notify them of the need for maintenance.

Data Exchange

There is a need for data exchange between asset management applications for seamless access to information across heterogeneous systems and different departments/study programs within a university. The life cycle performance data of the various assets are kept in individual uncoordinated databases. The numerous information systems and databases for today's engineering asset management in HE institutions run with little or no interaction. However, there is a lot of information that must be communicated across departments/study programs and among different users, and the existing systems do not offer this functionality. Therefore, providing the enterprise personnel (service and operation, back-office, management) with the seamless access to information is crucial to academic success.

There exist IT systems that support to some extent the institutional goal to optimally manage their assets, such as condition monitoring applications and computerized maintenance management systems. The former focus on an asset and its process data; they are usually closed systems, physically linked to an asset, and providing no interface to other asset systems; finally, their output is usually convenient and understandable for equipment specialists only. The latter are typically back-office applications, having no verification data link to the out door (i.e., asset themselves).

Data Cleaning

Data cleaning is a labor-intense, complex, and costly task. Data quality problems that are addressed by data cleaning can roughly be divided into two categories, such as single source and multi source problems, each of these two categories is further divided into two sections, i.e., schema and instance related problems (Rahm & Do, 2000). Schema level problems may replicate in instances, and can be resolved at the schema level by an improved schema design, schema translation and schema integration. Instance level issues signify data errors and inconsistencies not visible at the schema level. Generally, the most common examples of dirty data (Hurwicz 1997; Jake et.al. 2003) are: format differences, information hidden in free-form text, violation of integrity rules (e.g., in the case of redundancy), missing values, schema differences. There will be a need for data cleaning in HE asset management to develop.

Training

From a data and information quality perspective, training in real world cases has not been addressed enough. Managing assets requires all aspects of training as well as appropriate documentation of the system. It was found that selected university tended to focus more on the 'hardware' part of the systems' development process, putting less effort on the 'soft' part, that is, the training of how to operate, manages the system. The people's skills, people's abilities to use the system efficiently are very critical to ensure data quality in asset management system. If people do not have the skills and knowledge to control the system, then even the perfect system would not be able to produce high quality information. Lack of training can cause serious damage and have an adverse impact on information quality. It is easy for Institutions to find reasons/excuses for avoiding adequate training for the staff and management. According to Syafar et al. (2015) education and training is vital for everyone who will use the new system. It's because the system does not just about know the minimum necessary to access data and information, but the system will improve business process, achieve operational efficiencies and increase collaborative-shared information in real-time. Therefore, effective and quality training should aim to improve the critical mode of knowledge held by different data roles (data collector, data custodian, data consumer) in a data production process work with more focus on enhancing data collector's know-why knowledge for high data quality.

Conclusions

This case study provided a better understanding of data and information quality issues for HE asset management as well as providing useful practitioner findings from real-world practice. Key data quality issues discussed should help HE institutions obtain a better understanding of data quality issues throughout the process leading to activities which will help ensure information quality. Although the university may not have controls on those factors, this HE institution can actively manage those changes. Institutions could use external pressures to accelerate a whole of internal academic information quality management.

University has not established complete assets evaluation mechanism, which causes confused assets management, resulting in serious losses of assets. Currently, the phenomenon of "emphasis on purchase over management" is common in Indonesia university assets management. The lack of regulations makes multiple aspects of management out of control. Many universities are even not clear about their assets, let

alone the complete assets management. In addition, the losses of university assets caused by changes of original utility of assets have become increasingly prominent. Interests drive human, which is the classical theory of economy. University assets managers are no exception. According to the university assets management conditions, we hope that they can increase DIQ in order to ensure the normal teaching and scientific research, and the assets managers' awareness of assets appreciation can be enhanced significantly.

Acknowledgement

This research was supported by the non-tax state revenue (PNBP) of Universitas Negeri Makassar, Indonesia [grant number 1272/UN36.9/PL]. The support of PNBP of the year 2016 is gratefully acknowledged.

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